

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 19 May 1993, immediately following the Closed Session,
in Room AD-308, Loyola Campus

Attendance

Present: Mr. R.K. Groome, Chairman, Mr. B. Aune, Dr. M. Brian, Ms. L. Brodrick, Dr. R.M.H. Cheng, Ms. M. Donaldson, Mr. J.N. Economides, Dr. L. Ellen, Me P.A. Gervais, Prof. G. Gross, Dr. H. Habib, Mr. P. Howlett, Mr. N. Kaminaris, Dr. P. Kenniff, Rector, Mr. R. Laughlin, Sister E. McIlwaine, Ph.D., Mr. D.W. McNaughton, Ms. S. O'Connell, Dr. R.H. Pallen, Dr. P. Pitsiladis, Ms. M. Roland, Mr. H. Santos, Mr. J.H. Smith, Mr. C.I. Taylor, Ms. S. Woods

Officers of the University:

Dr. C.L. Bertrand, Dr. M. Cohen, Dr. R. Sheinin, Me B. Gaudet

Absent:

Mr. A. Benedetti, Mr. D. D'Alessandro, Mr. H. Farias, Mr. P. Ivanier, Mr. R. Lawless, Me G. Lengvari, Ms. C. Nero, Mr. R. Renaud, Mr. W.W. Stinson, Mr. R. Synning, Me M. Vennat, Mr. G. Vézina

Guests:

Mr. H. Brodie, Father S. Drummond, Mr. K. Whittingham

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

- BG-93-5-D27 Proposed 1993-94 Operating Budget
- BG-93-5-D28 Memo from the Secretary of Senate attesting to Senate approval of the Proposed Operating Budget for 1993-94
- BG-93-5-D29 Memo from the Secretary of Senate attesting to Senate approval of the Proposed Capital Budget for 1993-94
- BG-93-5-D30 Memo from the Associate Vice-Rector, Services (Student Life), Dr. Donald Boisvert, outlining the proposed CCSL Student Services Operating Budget and Fee Structure for 1993-96
- BG-93-5-D31 Report to the Board of Governors on the Status of Women
- BG-93-5-D32 Report to the Board of Governors on the Approval of Sundry Fees
- BG-93-5-D33 Supporting documents concerning formation of a Concordia Centre for Composites
- BG-93-5-D34 Memo from the Secretary of Senate recommending creation of an official affiliation between Concordia University and École Sports-Études

1. Call to Order

The Open Session was called to order at 9:35 p.m.

1.1 Chairman's remarks

The Chairman waived his remarks.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes

Upon motion duly moved and seconded (Gross, Howlett), it was unanimously RESOLVED:

R93-37 THAT the Minutes of the Open Session of the previous meeting of the Board, held on 21 April 1993, be approved.

2. Business arising from the Minutes

There was no business arising from the Minutes.

3-5. Approval of the Operating Budget, the Capital Budget and the Student Services Operating Budget for the 1993-94 fiscal year

The Chairman of the Budget Committee, Mr. Smith, introduced the proposed Operating Budget for the 1993-94 fiscal year. The University is experiencing severe financial constraints, originating mostly with cuts in government funding, Mr. Smith said. He explained that the University had revised the Provisional Operating Budget, which was tabled at the 17 February 1993 meeting of the Board, in response to the loss of \$3.67 million in revenues announced by the Ministry in April. The net effect of the proposed revisions was to reduce planned expenditures by about \$1.4 million, mostly by eliminating monies committed to development projects, and to decrease the repayment of the accumulated deficit to approximately \$1.0 million in 1993-94.

Mr. Smith added that a Draft Bill tabled before the National Assembly would oblige the University to develop a strict schedule for rationalization of operations and general reduction of expenditures on personnel.

He related an additional recommendation emanating from the Budget Committee. The Committee, Mr. Smith said, realized that the University was unlikely to be able to escape cuts generated by the government's economic policies, and must, at the same time, resolutely avoid increasing the accumulated deficit. The deficit reduction plan has been revised; the repayment period was extended by three years, so that elimination of the accumulated deficit could be anticipated by 2005. The Budget Committee observed, also, that it has become increasingly difficult to plan, academically or otherwise, without an overall strategic development plan. Mr. Smith related the decision of the Committee to recommend, strongly, that the Board adopt a resolution calling for the administration to develop a long-term financial plan to increase efficiency, to be presented to the Board for discussion and approval.

Mr. Smith moved three proposed resolutions: Approval of the Operating Budget for the fiscal year 1993-94; Approval of the Capital Budget for the fiscal year 1993-94; and Approval of the CCSL Budget and Fee Structure for the fiscal year 1993-94. Regarding the CCSL Budget, he added that the Budget Committee declined to approve the escalating fee structure proposed by CCSL for a three-year term, without further information, and was instead recommending approval of the first year's fee hike. Mr. Smith asserted that the University must recognize the immediate need for meaningful and effective cuts.

Numerous speakers expressed a wide variety of views about how the University ought to respond to the calls, both from the government and the Budget Committee, to implement strict budgetary constraints and improve productivity. Opinions differed about the timing and severity of an acceptable adjustment plan. Some speakers felt that the expenditure cuts recommended in the Proposed Operating Budget were inadequate, and deeper cuts could be sustained. They argued that the University was relying too heavily on deferral of payments against the accumulated deficit to absorb the cuts.

Dr. Kenniff explained that the governmental edict stipulates that lost revenues must be compensated by increased productivity, and explicitly prohibits their recovery from other sources (tuition fees, for example). While he fully supported the direction of the present motion, and felt confident that with careful attention the University could reorganize some of its activities to cut costs while providing a consistently excellent academic product, the Rector cautioned that it could not be done instantaneously. Concordia was very fortunate, the Rector continued, to have reported a surplus in recent years, but these were the product of several consecutive years of absorbing successive cuts and exercising restraint.

Several Governors, in addition to the Rector and the Vice-Rectors, expressed serious concern about the potential consequences of financial adjustment on Concordia's students. They emphasized that it was incumbent on the University to take great care in developing its austerity plan; the impact of indiscriminate cuts could be extremely damaging to Concordia's ability to fulfil its academic mission. The Vice-Rector, Institutional Relations and Finance, Dr. Cohen, said the University had until 31 December 1993 to prepare an adjustment plan, advising that while we ought to apply ourselves to the task immediately, we should also make optimal use of the allotted time. Another speaker appealed to the Board to approve the motion as proposed, which he felt attached sufficient urgency to the matter, while enabling the University to address the various aspects of re-allocation of resources conservatively and with care.

In response to a question, the Vice-Rector, Services, explained that once approved, the distribution of funds provided for in the Capital Budget for 1993-94 would be fixed, not flexible.

Upon motions duly moved and seconded (Smith, Aune), the following resolutions were CARRIED with two abstentions (Habib, Santos):

- R93-38 THAT, on the recommendation of the Budget Committee, the Operating Budget for the fiscal year 1993-94, as set out in Document BG-93-5-D27, be approved;
- AND
- THAT the University prepare, by 31 December 1993, a plan to increase efficiency and productivity, in order to address the present financial constraints and the need to reallocate resources.
- R93-39 THAT, on the recommendation of the Budget Committee, the Capital Budget for the fiscal year 1993-94, as set out in Document BG-93-5-D29, be approved.
- R93-40 THAT, on the recommendation of the Budget Committee, the Student Services Operating Budget and Student Services Fee Structure, outlined in Document BG-93-5-D30, be approved for the fiscal year 1993-94.

6. Approval to extend the mandate of the Advisor to the Rector on the Status of Women, the Concordia Committee on the Status of Women and the Office of the Status of Women

Dr. Kenniff explained that the mandate of the Status of Women unit has been reviewed periodically. A review of the operation which was scheduled for last year was delayed due to a variety of circumstances and he was, therefore, requesting the Board to extend the mandate for one year, to allow for completion of the review.

The Rector was questioned on the cost of operating the unit - a total of \$130,000 according to the Operating Budget.

Upon motion duly moved and seconded (Kenniff, Laughlin), it was CARRIED with two abstentions (Pallen, O'Connell):

R93-41 WHEREAS the position of Advisor to the Rector on the Status of Women, the Committee on the Status of Women and supportive infrastructure in the form of the Office of the Status of Women, were established by resolution of the Board in December 1984; and renewed, and each of these mandates was extended twice: in 1987, for a five-year period ending on 31 May 1992, and in 1992, for a one-year term ending on 31 May 1993;

AND

WHEREAS a review of the Status of Women unit, initiated in 1992, is still in progress;

BE IT RESOLVED

THAT, on the recommendation of the Rector, the mandate of the Advisor to the Rector on the Status of Women, the Committee on the Status of Women and the Office of the Status of Women be extended by one year, to end on 31 May 1994.

7. Report of the Rector on the approval of sundry fees by the Office of the Rector

In accordance with Resolution R87-62, adopted by the Board on 17 September 1987, Dr. Kenniff reported that increases in Residence Fees and Continuing Education Course Fees had been approved by the Office of the Rector during 1992-93, as detailed in the report which was distributed with the Board documents.

8. Approval of the establishment of the Concordia Centre for Composites

Dr. Kenniff introduced a motion to establish the Concordia Centre for Composites, being proposed for approval by the Board on recommendation of Senate. Dr. Sheinin explained that creation of a research centre, especially for research in a rapidly advancing area in which Concordia enjoys the good fortune of having active and renowned researchers, would enhance the range of funding instruments for which the department was entitled to apply. It was pointed out that documents attesting to the assessment of physical resources, library administration and computing services requirements had been provided.

Upon motion duly moved and seconded (Kenniff, Kaminaris), it was unanimously RESOLVED:

R93-42 THAT, on the recommendation of Senate, the establishment of the Concordia Centre for Composites, as outlined in Document BG-93-5-D33, be approved.

9. Approval to create an official affiliation between Concordia University and École Sports-Études

The recommendation to create an official affiliation between Concordia and École Sports-Études, emanating from Senate, was clarified by Dr. Sheinin who said the purpose of the agreement would be to extend, to athletes attending university, certain accommodations previously available only to CEGEP students. She said that the formal affiliation would assist Concordia in tailoring academic support programmes for elite athletes enrolled here.

Upon motion duly moved and seconded (Kenniff, Kaminaris), it was CARRIED with one abstention (Pallen):

R93-43 THAT, on the recommendation of Senate, creation of an official affiliation between Concordia University and École Sports-Études, as outlined in Document BG-93-5-D34, be approved.

10. Reports of the Standing Committees

10.1 Budget Committee

The business of the Budget Committee had been concluded earlier in the meeting.

10.2 Graduation Ceremonies Committee

Ms. Woods, Acting Chairwoman of the Graduation Ceremonies Committee, reported on the Committee's meeting of 12 May 1993. She reported that eight honorands have been confirmed for June convocation ceremonies; one of them, Edgar Andrew Collard, a notable historian and columnist, was granted an honorary degree at his home in Ottawa on Thursday, 13 May 1993. An audio recording taken during the visit will be used in a presentation at the convocation ceremony for the Faculty of Arts and Science.

For November's convocation, the Committee had selected three potential honorands, to be proposed to Senate for approval at its meeting of 25 May 1993. Nominations for the 1993 Faculty of Commerce and Administration Awards of Distinction were reviewed and the Committee approved the ranking of candidates as recommended by the Commerce and Administration Faculty Council; the proposed recipients would also be proposed to Senate. All of these recommendations should come to the Board for final approval in June.

Ms. Woods reported that the award of the Order of Engineers of Quebec Prix d'Excellence, at the June convocation ceremony for the Faculty of Engineering and Computer Science, was considered and approved by the Committee; the granting ceremony was previously held at the Faculty level.

10.3 Benefits Committee

In the absence of the Committee's Chairman, Mr. Lawless, the report was given by Vice-Chairman John Economides. Mr. Economides reported that the Benefits Committee had dealt mainly with housekeeping items. Answering a question concerning a possible dental and visual health programme for Concordia employees, he said the employee survey to

assess interest in such a plan had attracted a 64% response rate, out of about 2800 polled. The Committee had not discussed the results as yet, but Mr. Economides said he expected to be able to report on that subject in June.

11. Status Report on the 1992-93 Annual Giving Campaign

The Chairman of the 1992-93 Annual Giving Campaign, Mr. Santos, reported that the Campaign was only \$50,000 short of its goal of \$1.7 million. In the corporate sector, an intensive effort was yielding a significant inflow of funds.

Mr. Santos made a final appeal to the Board whose participation rate, to date, was 73%, reminding those present of the Campaign's 31 May 1993 closing date.

Mr. Groome commended Mr. Santos and his team of fundraisers for running an excellent campaign on behalf of this University.

12. Report of the Rector

Dr. Kenniff reported on a recent visit made by himself and his assistant, Mr. Hugh Brodie, to the offices of the federal Minister of Justice, the Honourable Pierre Blais, to discuss Concordia's campaign for tougher gun control legislation. The purpose of this preliminary meeting was to sensitize the Minister to the nature of our petition campaign; it was hoped that another meeting would follow. The Rector informed the Board that letters had been written to six candidates in the Progressive Conservative party's leadership race, asking them to take a stand on gun control. Dr. Kenniff thanked Mr. Brodie for his capable and dedicated management of Concordia's campaign to promote gun control.

13. Reports of the Vice-Rectors

13.1 Dr. Sheinin said she had nothing to report.

13.2 Dr. Bertrand reported that Mr. Harry Zarins would take office as Concordia's new Director of Athletics on 1 July 1993. The Vice-Rector, Services, said he was delighted with the appointment of Mr. Zarins, who was previously employed by the University of Victoria.

It was requested that the Board have an opportunity to meet the new Director of Athletics. Since Mr. Zarins would be unavailable in June, Dr. Bertrand would invite him to attend the September Board meeting. Dr. Bertrand explained that Mr. Zarins will be leading the Canadian team to the World University Games in July, and representing Concordia there.

Regarding the CUSA audit, Dr. Bertrand said the new CUSA administrators had provided the auditors with all the necessary documents and progress was being made. He expected to be able to report the Auditors' findings to the Board in June. One Governor expressed the desire to see the actual audited statements; since the Board authorizes transmission of fees to CUSA's account, he said, such documents should be available to us. Dr. Bertrand responded that, since CUSA is an autonomous association, he would consult the Executive Committee for clarification on that question.

A Governor raised the question of a call for tenders, placed by Concordia University, which appeared in *The Gazette*; why, he asked, was it printed in French? Dr. Bertrand answered that those who placed the ad thought the law required that at least one copy of the ad appear in French; to save the costs entailed in printing two ads, the call for tenders was

placed in only one paper, in French. The legal text is prescribed by the Ministry, he explained, and additional costs would have been incurred to procure an expert translation.

13.3 Dr. Cohen reported on three subjects.

(i) He announced that the Thursday Report was awarded the "Gold" award, for winning first place in the Best Newspaper category of the CCAE Prix d'Excellence Awards Programme. Dr. Cohen offered his congratulations to Mr. Ken Whittingham, Director of Public Relations, and Ms. Donna Varrica, editor of the Thursday Report.

Concerning two Bills recently tabled in the National Assembly, Dr. Cohen reported:

(ii) Once approved, Bill 102 would regulate wages in the public sector. University salaries would be governed by it, with the effect that our salary scales will not be adjusted for the cost of living, that is, no COLA index would be applied (merit increases are possible). Bill 102 would also provide for the extension of the various collective agreements presently in effect. In addition, the Bill would oblige the University to negotiate a 1% productivity increase or, alternatively, employees will be required to take three days unpaid leave annually.

Dr. Cohen said he would explain, to the University community, the probable effects of this legislation.

(iii) Dr. Cohen reported that Bill 198 (which was outlined in an informational document distributed to the Board) was generally expected to receive final approval in the National Assembly before the end of the current session. The Draft Bill recommends a reduction of personnel employed in public organizations and increased accountability of administrators for efficiency of public institutions; its provisions would be applied similarly to universities.

14. Correspondence

Mr. Groome announced that a letter of resignation had been received from the former graduate student representative on the Board.

The Chairman reported the welcome news that another Governor, a faculty member, had written to state his intention to remain on the Board until 30 June 1993, thus revising his earlier notice of resignation effective 1 June 1993.

15. Any other business

15.1 The Chairman took this opportunity to thank the Vice-Chairman, Mr. Taylor, for conducting the Special Meeting of the Board, concerned with the Report of the Ad Hoc Committee on the Revision of the Composition, Rules and Procedures for Evaluation Committees and Advisory Search Committees, which was held on 5 May 1993. By all accounts, Mr. Groome said, the meeting had been expertly chaired and was very productive; its conclusions would be reviewed by the Executive Committee which would bring a recommendation to the Board in June.

15.2 A faculty member indicated that five faculty members of the Board had prepared a report including certain recommendations on selection procedures for senior administrative appointments, which they had hoped to table at the present meeting. Due to the late hour,

he would, instead, deposit the report with the Secretary-General for distribution to the Board.

- 15.3 An announcement drew attention to the Graduate Student Awards newsletters which had been included with the Board documents. It was pointed out that Concordia's Science students had made an excellent showing, capturing four of a total of fifty-five Centennial scholarships awarded by NSERC across Canada.

16. Date of next meeting

The next meeting of the Board will be held on Wednesday, 16 June 1993 at 8:00 a.m. in Room GM 407-1, SGW Campus.

17. Adjournment

The Open Session adjourned at 10:45 p.m.

Reginald K. Groome, O.C.
Chairman of the Board of Governors

Me Bérengère Gaudet
Secretary of the Board of Governors